

FIG. 1

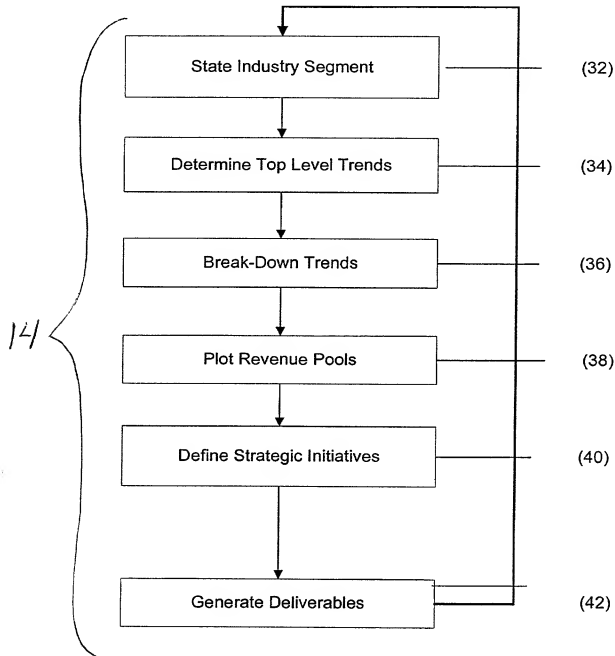


FIG. 2

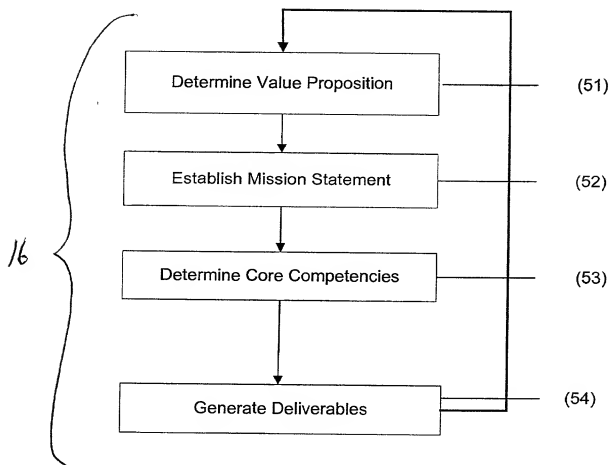


FIG. 3

FIG. 4

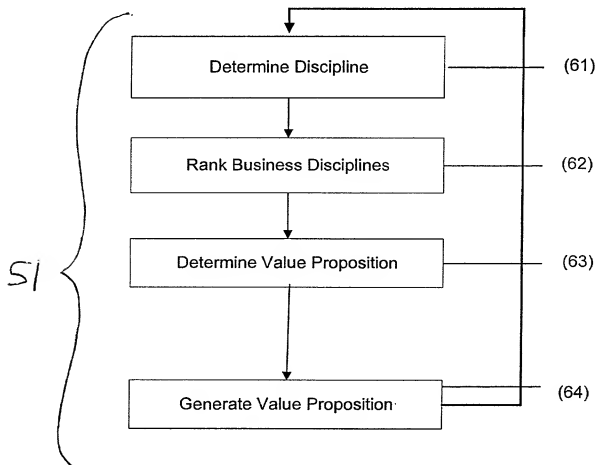


FIG. 4

201 207a 206 205 210 210b 20000-00000001

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300

F.5.5

OE = Operational Excellence  
CI = Customer Intimacy

\* Baseline Company score equals Integrator Requirements (score = 5)

Value Proposition	Business	Competitive Advantage	Customer Importance	Baseline Score	A Score	B Score
Energy						
248nm	5	5	5	7	35	35
193nm	3	5	5	10	30	50
Rep-Rate						
248nm	5	5	5	7	35	35
193nm	3	5	5	10	30	50
BW						
248nm	5	5	5	7	35	35
193nm	5	5	5	7	35	35
Dose						
248nm	5	5	5	5	25	25
193nm	5	5	5	5	25	25
Software						
5	5	5	5			
Ease of Integration	3	5	5	3	9	15
\$/BP						
248nm	5	6	6	8	40	48
193nm	5	6	6	8	40	48
Manufacturing	7	3	5	7	49	21
Reliability	7	2	4	10	70	20
Spares	7	5	5	7	49	35
Training	8	5	5	3	24	15
Services	10	5	5	7	70	35
Metrology	7	5	5	3	21	15
APC						
Applications	7	2	2	5	35	10

Product Lead Score for Baseline Company = 34

OE Score for Baseline Company = 41

CI (WFS) Score for Baseline Company = 25

101

203

205

	Product Lead		OE		CI	
	Rank	Score	Rank	Score	Rank	Score
Buick's	2	29	1	50	1	40
Computer	3	34	3	34	3	22
Computer	1	34	2	43	2	22

Customer Importance	
Product Lead	2
OE	1
CI	3

Fig. 6

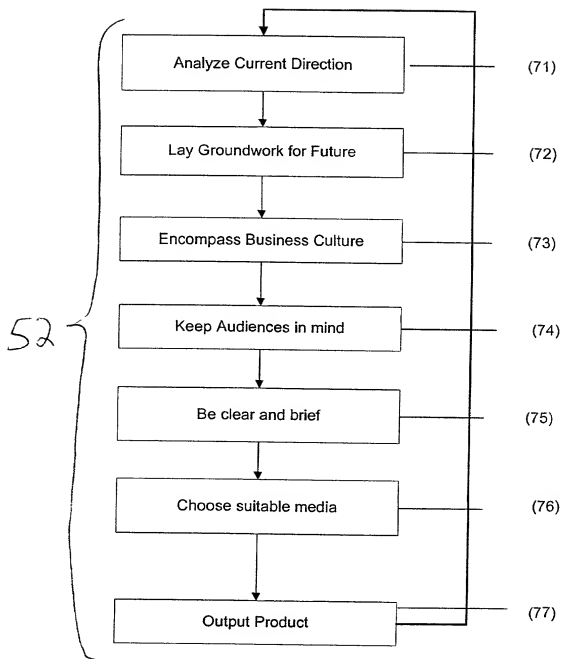


FIG. 7

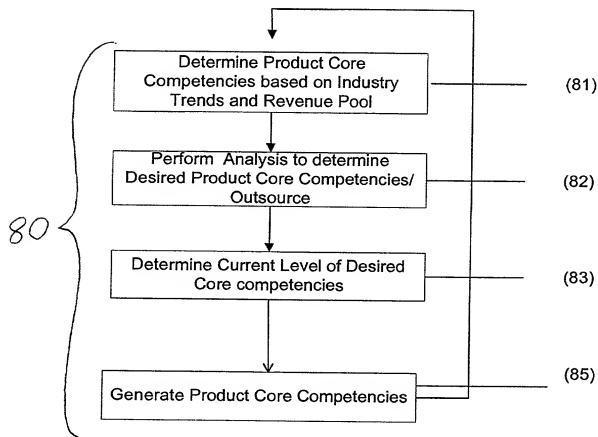


FIG. 8



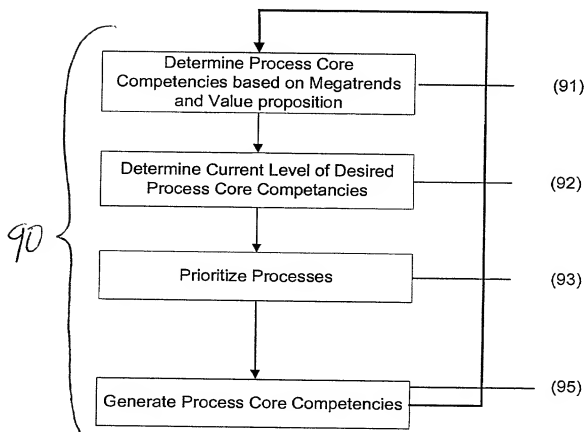


FIG. 9

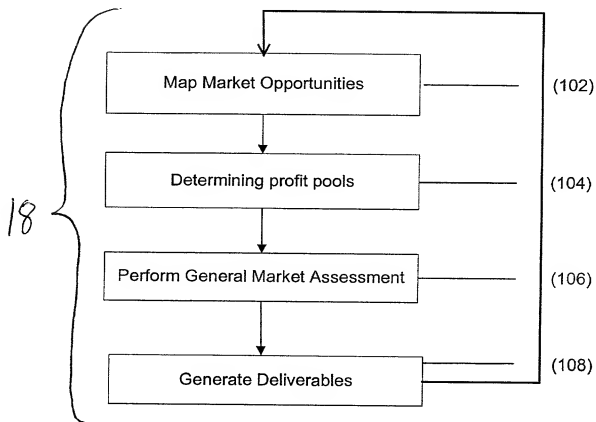


FIG. 10

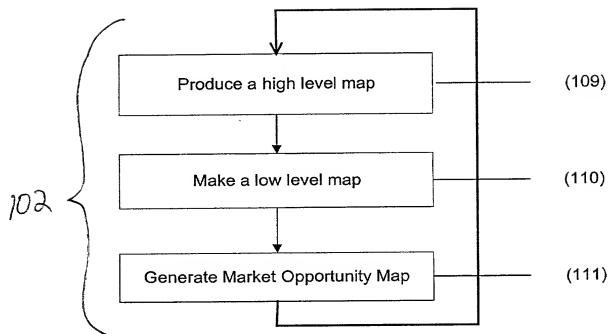


FIG. 11

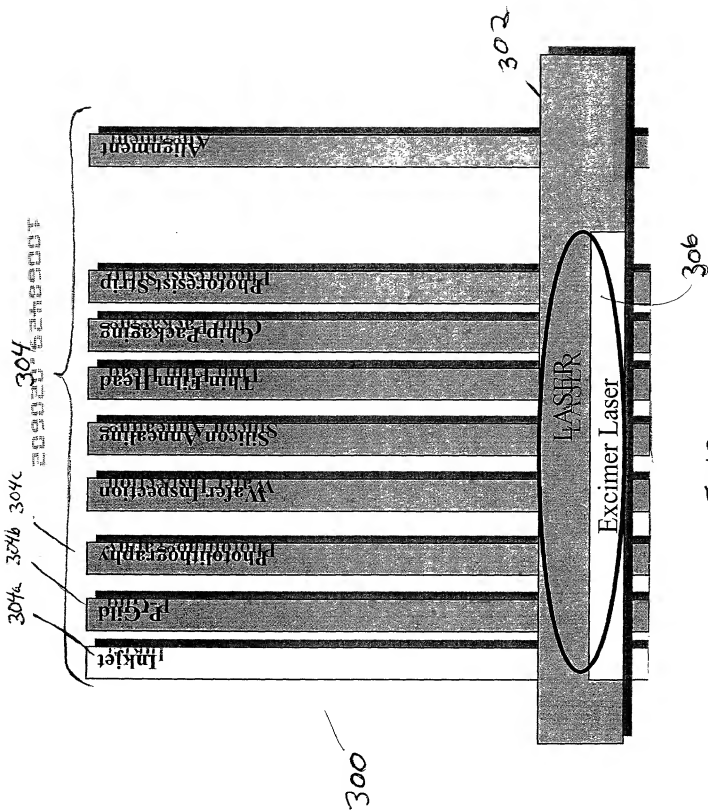


Fig 12

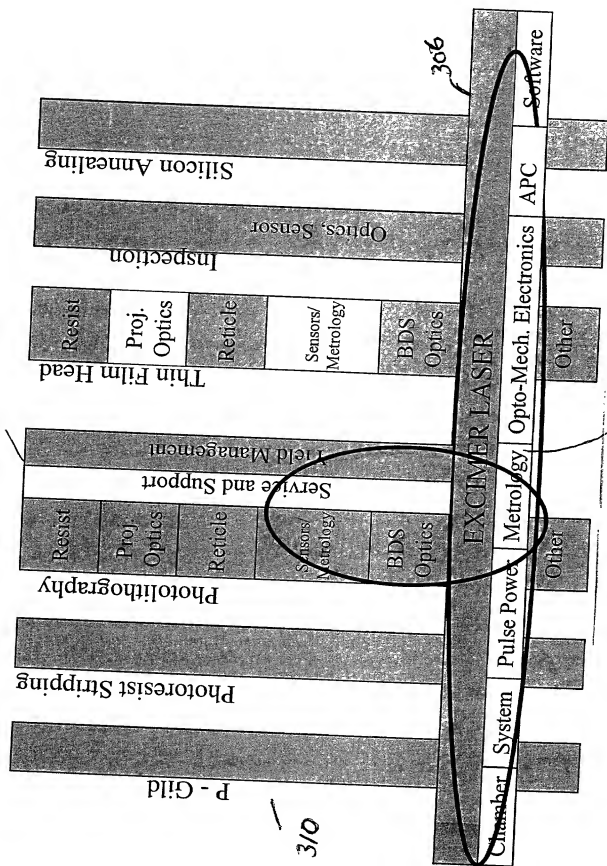
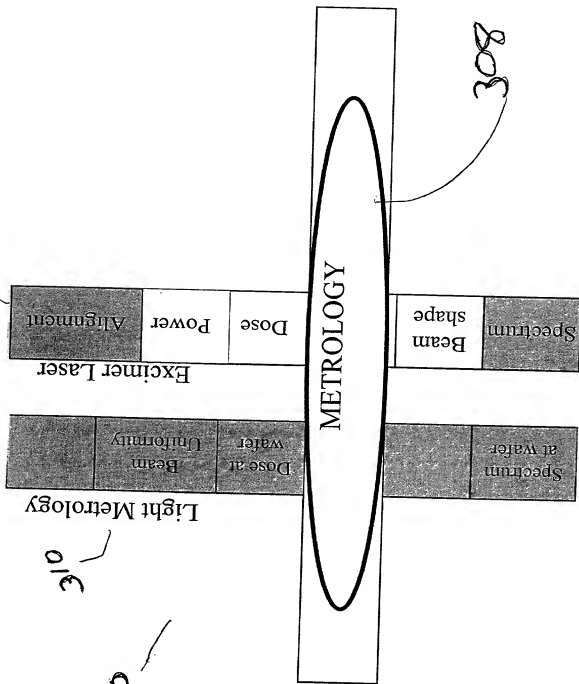


Fig. 13-

Fig 14



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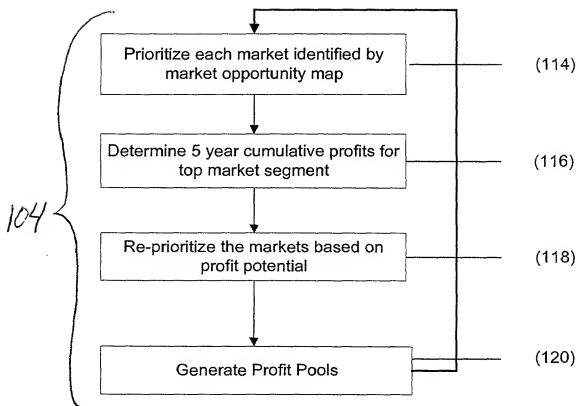


FIG. 15

Market Assessment Checklist	
Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Players and Technologies	
Profile of top 10	
Total Number	
Customers (and endusers, if applicable)	
Total Number	
Negotiating Power	
Market Profile by Geography	
Barriers to Entry	
Global Market IP Level	
Initial Capital Costs	
Economies of Scale	
Customer's cost of switching to new product	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies (infrastructure)	
Overview and Strategy	
Current Status	
Business Strategy	
Potential M&A Targets	
Market Trends	
"Value to the Customer" Prioritization	
Pros and Cons	
Patent Portfolio	
Goals and Objectives	
Market Competition	
Competitor Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of Introduction	
Market Revenue Forecast	
Market Penetration Forecast	
Risk Assessment	
Recommendations	

-400

Fig. 16



Porter Analysis: <i>Product A</i>			0.4	
Threat of new entrants (-2,-1,0,1,2)			Power of suppliers (-2,-1,0,1,2)	
Economies of scale are	-1	2 is low	2	2 is low
Product differentiation is	2	2 is high	1	2 is high
Capital requirements are	-1	2 is high	-2	2 is high
Switching costs are	2	2 is high	0	2 is low
<i>Buyers'</i> control of distribution channels is	2	2 is high	0	2 is low
<i>Business</i> proprietary knowledge is	2	2 is high	2	2 is low
<i>Business</i> access to raw materials is	-2	2 is high		
<i>Business</i> access to government subsidies is	-2	2 is high		
Power of buyers (-2,-1,0,1,2)			Threat of substitute products (-2,-1,0,1,2)	
Concentration of buyers	2	2 is low	-2	2 is low
Volume of purchase	0	2 is low	0	2 is low
Product differentiation of suppliers	2	2 is high		
Threat of backward integration	2	2 is low		
Knowledge of supplier's cost structure	2	2 is low		
Buyer's profitability	1	2 is high		
Importance of supplier quality to final product	1	2 is high		
Percent cost spent of supplier's input	2	2 is low		
Intensity of competitive rivalry (-2,-1,0,1,2)			2 is low	
Number of competitors			2	2 is low
Industry growth rate			2	2 is high
Fixed costs			-1	2 is low
Product differentiation			1	2 is high
Switching costs			1	2 is high
Exit barriers			1	2 is low
Strategic stakes			-1	2 is low

410

412 F16: 17

414

# NBD MA Checklist : Market Name

Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Market Maturity level	
Market Drivers	
Players and Technologies	
Profile of top 10	
Total Number	
Market Share Division	
Profit Margins	
Customers (and endusers, if applicable)	
Profile of top 10	
Total Number	
Market Share Division	
Value Perceptions	
Negotiating Power	
Market Profile by Geography	
Barriers to Entry	
General Market IP Level	
Initial Capital Cost	
Learning Curve	
Economies of Scale	
Customer's cost of switching to new product	
Pricing	
Product Price	
Price Differentiation	
Price Elasticity	
Cost	
Fixed	
Variable	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies (Software)	
Overview and Strategy	
Current Status	
Business Strategy	
Potential M&A Targets	
"Must Have Attributes"	
"Nice to Have Attributes" Prioritization	
Pre-M&A Checklist	
Product Strategy	
Detailed Product Functionality	
Preliminary Performance Spec	
Technical Q&A Studies	
Product Price	
Sales and Distribution Channels	
Pros and Cons	
Patent Portfolio	
Goals and Objectives	
Market Competition	
Competitors Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of introduction	
Market Units Forecast by year	
Market Revenue Forecast	
Potential Cyber Market Share by year	
Resource Requirements	
Financial Analysis	
Cumulative Investment (5 years)	
Cumulative Revenue (5 years)	
Cumulative Profit (5 years)	
Payback time	
IRR	
NPV	
Risk Assessment	
Scenario Analysis (Best/Worst outcome)	
Recommendations	

- 420

Fig 18

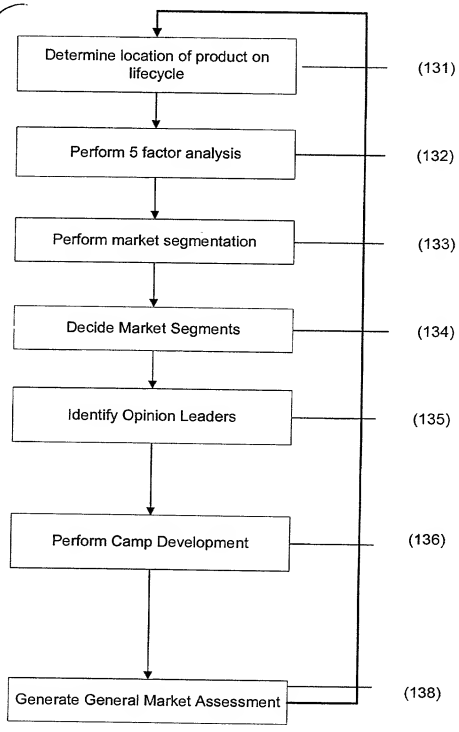


FIG. 19

companies	MUST HAVE										Potential MKL Leader	ST Gain	Strategic Importance
	Desired Core Comp. Link	Availability	Vision	Cultural Fit				Balance through Humor					
Company A	✓	Maybe	✓	Integrity	Drive for Innovation	Teamwork	Passion to Succeed	Maybe	Maybe	✓			
Company B	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓			
Company C	✓	✓	Maybe	Maybe	✓	Maybe	✓	Maybe	Maybe	✓			
Company D	✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe			
Company E	✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓			
Company F	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe			
Company G	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe			
Company H	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe			
Company I	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe			
Company J	✓	✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe			
Company K	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe			

Fig. 20

500

510

530

companies	NICE TO HAVE	
	Geog. Proximity	LT Gain
		IRR > 30%
Company A	x	Maybe
Company B	x	Maybe
Company C		Maybe
Company D	x	Maybe
Company E	x	Maybe
Company F	✓	Maybe
Company G	x	Maybe
Company H	✓	Maybe

Fig. 21

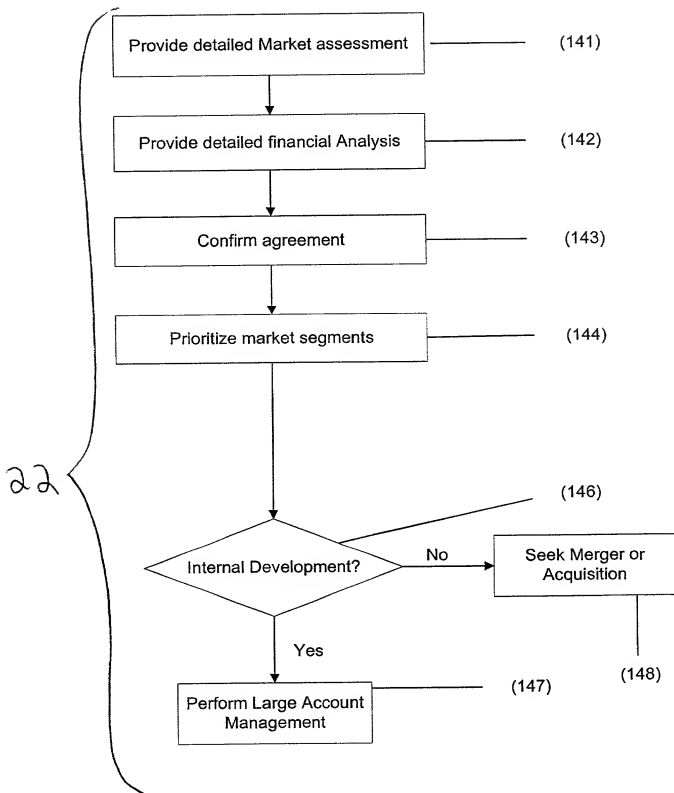


FIG. 22

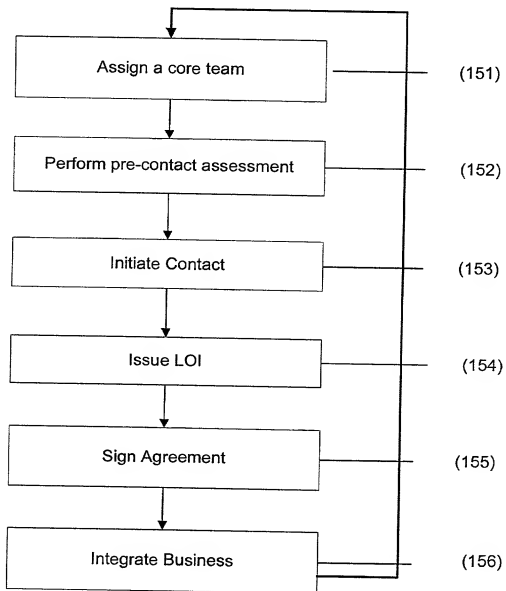
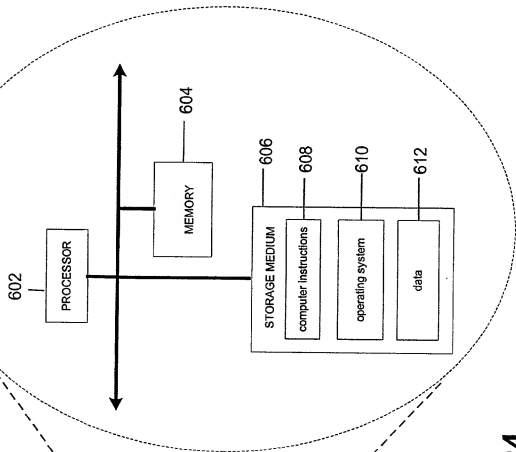
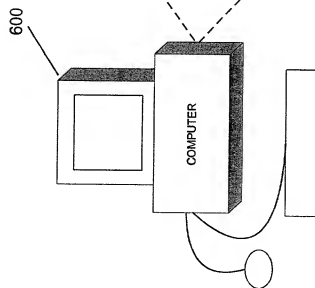


FIG. 23

**FIG. 24**



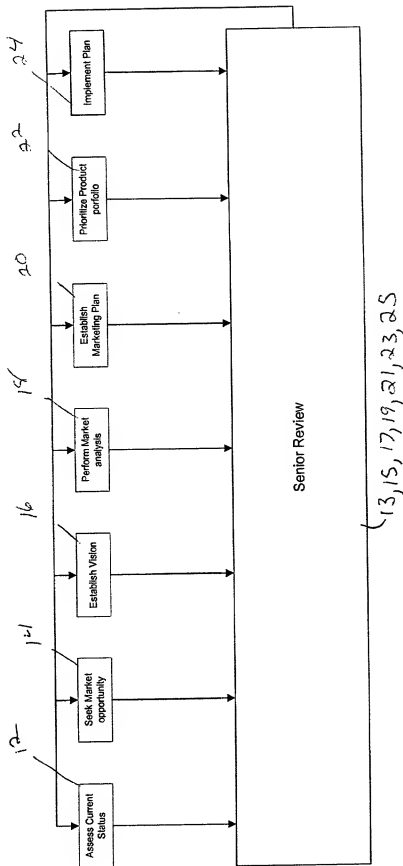


FIG. 25